AUTOMATIC REFERRALS REQUIRE MORE THAN A GREAT PROGRAM AND GREAT RELATIONSHIPS 28

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See page 10

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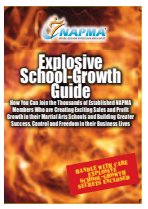
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FEATURES

From Struggling to Successful, and a Second Location with the Right Coach 10
150 to 300 New Intros Per Month with No-Cost Advertising 14
Would You Rather be the Apple Store or Wal-Mart? 20
Goal-Getter Series: Removing Your Limits with the Skills and Information Required to Meet Your Goal 27
A Special Tribute to Grand Master H.U. Lee and Chief Master Richard Reed 22

COLUMNISTS

Jhoon Rhee 30
Jeff Smith 31
and more columnists online!

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REAL-WORLD SUCCESS STORIES

Joe Borucki

From Struggling to Successful, and a Second Location with the Right Coach



Joe Borucki's school is known for it's quality instruction and leadership program.

A small town school in Hampstead, Maryland got big results when its owner, Joe Borucki learned how to get the most from no-cost advertising. As he launches a second location, he takes a few moments to review the secrets of his success with CEO Stephen Oliver.

Story begins on page 10

Sascha Williams

150 to 300 New Intros Per Month with No-Cost Advertising

Sascha Williams is a Mile High Karate franchise school owner in Fresno, California making record profits with his internal referal events. He takes a break from his busy schedule to talk to COO Toby Milroy about how he has built this marketing funnel for his school.

Story begins on page 14



Building an active school community is a large part of Sascha Williams' success.

A Special Tribute to Grand Master H.U. Lee and Chief Master Richard Reed

Chief Master William Clark pays a tribute to the two mentors who had a substantial impact on his life and his chosen career path. He credits his owns dreams to the guidance of these martial art visionaries.

Story begins on page 22



Grand Master H.U. Lee *Chief Master Richard Reed*

Mile High Maverick

Would You Rather be the Apple Store or Wal-Mart?

Are you getting the maximum profitability from the space your school occupies? Learn how to assess the value of each square foot and make the most from the largest overhead expense of your school by avoiding the Walmart model.

Story begins on page 20

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150 TO 300 NEW INTROS PER MONTH 10

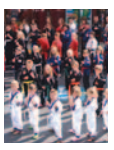


LEARN TO GENERATE 120 LEADS PER WEEK WITH INTERNAL-REFERRAL EVENTS 14



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150 to 300 New Intros Per Month with No-Cost Advertising. 14

Sascha Williams is a master of internal referral programs, with student interaction, birthday parties and similar events. Learn how he does it.



Would you Rather be the Apple Store or Wal-Mart?...20

Maximize profits by actively seeking the ideal student.



H.U. Lee



Richard Reed

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Mastering the Martial Arts Business

MARCH 2012

Mastering the Martial Arts Business magazine is the premier resource for those professional mjartial arts school owners and operators who are serious about enhancing and/or expanding their business operations through a series of monthly visual and editorial resources, innovation, and hands-on and first-person experiences.

PUBLICATION STAFF

Columnists & Contributors: Tom Hopkins, Karl Mecklenburg, Toby Milroy, Lee Milteer, Stephen Oliver, Jhoon Rhee, Brian Tracy, Zig Ziglar, Terry Bryan and Jim Graden.
Publisher, NAPMA CEO: Stephen Oliver
NAPMA COO: Toby Milroy
Member Services: Bob Dunne
Martial Arts Curriculum: Jeff Smith
Martial Arts Curriculum: Mark Graden
Creative Director: Gary Smith
Web Development: Marek Gahura

ADVERTISING (Print/Online/Digital)

Advertising Program Consultant: Toby Milroy
727-540-0500 ext. 207; advertising@napma.com

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Florida Offices and Advertising Maling Address:

2578 Enterprise Rd., Ste. 344, Orange City, FL 32763
Visit us on the World Wide Web at:
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Disarming the Enemy



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Jim Graden—*Founder, UBC*
Niche Gyms



Fitness Track
Keith Yates—*Instructor, University Professor*
Recognizing the Signs of Depression



Classical Thought
Douglas Adamson—*Multiple School Owner*
Black Belt Testing



BeyondTechnique
Fariborz Azhakh—*Martial Arts Information Professional*
Having a Legitimate System

Martial Arts Management Columnists



The Final Word
Stephen Oliver—*MBA, NAPMA CEO*
Face It, Your Style Means Nothing Special to the Only Person Who Counts!



School Growth Potential
Toby Milroy—*NAPMA COO*
Multiply your Print Advertising Results, without Spending Another Dime! Part 3: Anatomy of an Ad: The Headline, Part 1



The Psychology of Success
Brian Tracy—*Human Motivation Author, Speaker*
Learning Through Habits and Practice



WarriorWiz
Terry Bryan—*Ph.D. and 9th-Degree Black Belt*
A Switchblade Or Hand Grenade



Bonus Column
Harvey Mackay—
Stay Focused on the Big Picture



The Pinnacle of Martial Arts
Jhoon Rhee— *Legendary Martial Arts Teacher and Educational Entrepreneur*
From Motivation to Motive-Action



Personal Development
Tony Robbins—*Black Belt and recognized authority on the psychology of leadership*
The Secret to Being a Dynamic Instructor



Your Success Coach
Lee Milteer—*NAPMA Inner Circle/ Peak Performers Success Coach*
Intuition and Prosperity: Developing Intuition



The Heart of a Student Athlete
Karl Mecklenburg— *Six-Time Pro Bowl NFL Player and Motivational Speaker, Author*
Step Away From the Herd to Market Your Business



Expand Your Thinking
Jim Rohn—*Author and Business Philosopher*
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Expert Tips & Tactics
Dr. Chris Dewey—*School Owner, University Professor*
Secret Teachings, Part 2

Martial Arts Professional Asks...

Martial Arts Professional Asks…



Zig Ziglar—*Motivation for the Martial Arts Professional*
What's the secret for martial arts instructors to set and achieve goals, and teach their students to do the same?



Tom Hopkins—*Sales Expert*
Please explain how instructors can apply low-profile selling when presenting a membership to a prospective student?

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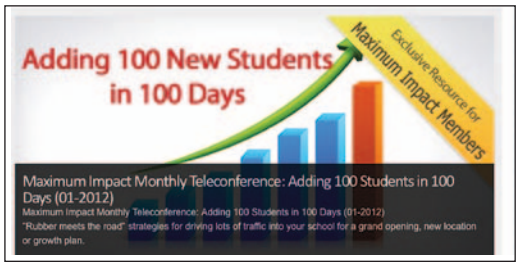
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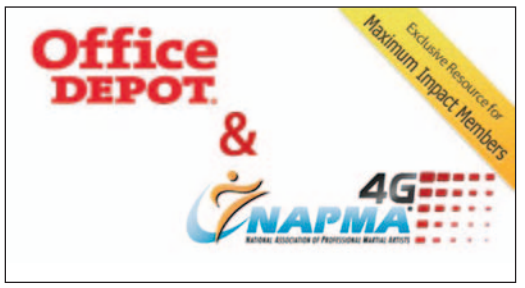
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- Competition Techniques *with Mike McDonald*
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Knowledge: Parts 1, 2, 3, 4

G.O.L.D. Leadership Team Training (March 2012 Tool Kit)

Active Coaching of your G.O.L.D. Leadership Team Leads to Success on the Playing Field, Parts 1, 2

Listings are delayed one month after delivery to NAPMA members for publication in *Mastering the Martial Arts Business*. To receive these resources in advance, a FREE 1-one-one consultation and special membership gifts, visit **NAPMA.com/PrivateCoachingSession.**

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- "Are You Tough Enough for Grappling" Men's Campaign
- "Spring Clean-Up" Marketing Campaign and Report
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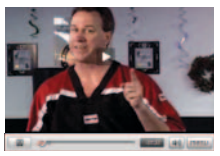
Scott McNeely — Sparring Sets, Part 1



Mark Graden — Kick Sets, Part 2



Mark Graden — Kick Sets, Part 3



Mark Graden — Kick Sets, Part 4

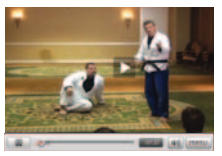
Adult Training Videos



EDGE MMA Peter Hill — GET-IT Stick Fighting, Part 2



EDGE MMA Peter Hill — GET-IT Stick Fighting, Part 1



EDGE MMA Carlos Machado — Prevent the Passing of Guard, Part 1



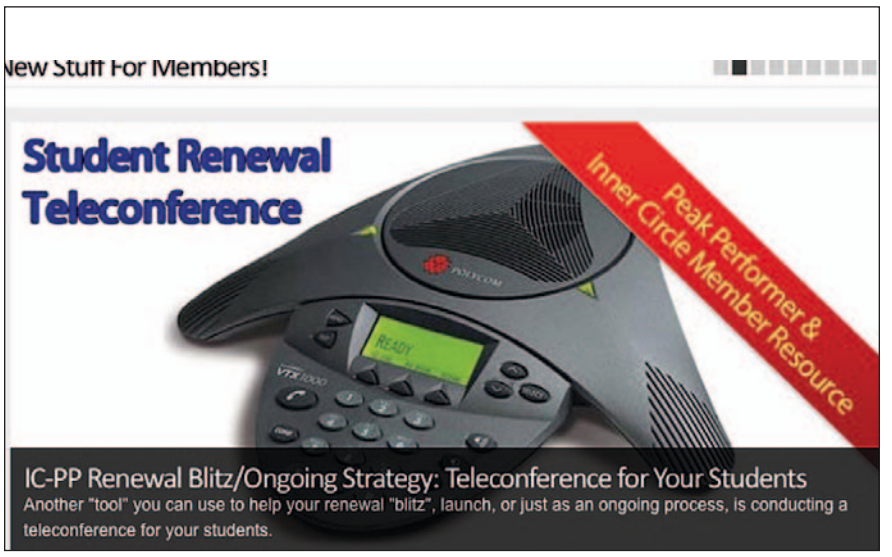
EDGE MMA Carlos Machado — Prevent the Passing of Guard, Part 2

COMING SOON: Interviews with NAPMA Inner Circle Members Shawn Harvey and Robert Blum. PLUS interviews with Pat Worley, Jhoon Rhee, Bill Clark, Keith Hafner, Buzz Durkin, Jeff Smith, Greg Tearney, John Worley and more...

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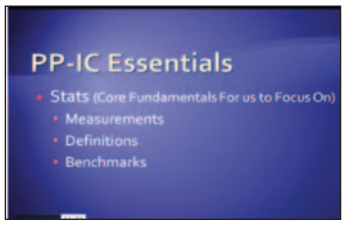
Includes all materials from Basic Tool Kit and Maximum Impact

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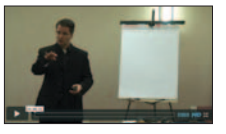
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Sales Strategy and Overview 1



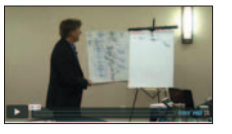
Sales Strategy and Overview 2



Sales Strategy and Overview 3



Sales Strategy and Overview 4



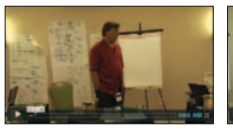
Sales Strategy and Overview 5



Intro Outline



Objections 1



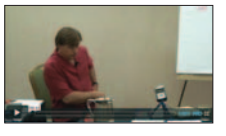
Objections 2 (Social Proof)



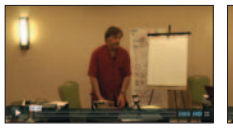
Objections 3 (Scripting etc..)



Upgrade Prep



Upgrade Prep



Upgrade Prep (Progress Check and Conference)



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NAPMA News

Stephen Oliver and NAPMA Honored for their Deep Contribution to the Martial Arts Business

The 2012 *Action Martial Arts Magazine*'s 12th annual Hall of Honors, widely known as the "Academy Awards of the Martial Arts" marked another milestone in the professional development of the martial arts business.

This years' event featured a trade show with more than 60 exhibitors, a traditional martial arts tournament, the first ever "Action Martial Arts Film Festival" and more than 50 free martial arts seminars, with some of the best martial artists in the world, including: Cynthia Rothrock, Shonie Carter, Chuck Zit, Dan Severn, Arnold Chon, Michael De Pasquale Jr., Jason Lau, Oak Tree Edwards, Stephen Hayes, John Pellegrini, Phil Morris, Oso Tayari Casel, Frank Shamrock, Michael Jai White, Jeff Smith, Gary Wasniewski, David Toma, Gary Alexander, Eddie Alverez, Richard Norton, Bill Wallace, James Lew, Christine Bannon Rodriquez, Don Wilson, Olando Rivera, Ronald Duncan, Je Han Jae, Dana Abbott, George Alexander, Ken MacKenzie, Julius Melegrito, Tom Getling, Bob Mac Ewenn, Danny Lane, Mark Walker, Richard Bowe, Mike Willett, Joe Venerie, Bob Cheezic, Jurg Zeiglier, Kevein Cullian, Johnathan Stewart Mark Shuey, Carey Tagawa and others.



Left to right: NAPMA Senior Member Representative Bob Dunne, NAPMA COO Toby Milroy, NAPMA CEO Stephen Oliver and Former World Kickboxing Champion Jeff Smith conducted several valuable sessions for school owners.

Action Martial Arts Magazine honored Stephen Oliver and NAPMA with this special recognition for "Outstanding Contributions to the Martial Arts Business." Even in the midst of this difficult recession, many NAPMA members have been breaking records for new enrollments, revenues and retention.

Stephen Oliver, Jeff Smith, Toby Milroy and Bob Dunne were featured guests during the full event and conducted a series of high level "workshops" for school owners who were interested in growing their schools this year.

> *"I've been around with the NAPMA people for the longest time and everyone has been very professional. The new Team Stephen Oliver has put together is amazing. Jeff Smith, Toby Milroy and Stephen Oliver are the like the martial arts business eat future in what you're doing now. I'm blessed. I really appreciate the time you've spent with me."* —SIFU ALAN GOLDBERG



Martial arts legend James Lew presents the award recognizing the special contributions of Stephen Oliver and NAPMA to the martial arts industry.

If you're serious about joining the top performers in the martial arts business, and break through to the next level of profitability without sacrificing the integrity of your marital art, join us for our next workshop of the NAPMA Extreme Success Academy. ■

"I Added $250,000 To My Gross In The Past 10 Months, Enrolled 52 Students Last Month — And Reduced My Expenses!"

I've been running schools for 27 years, and yet, **this year**, Stephen Oliver really got me to set **BIG HAIRY AUDACIOUS GOALS**. You know what happened? **We doubled the gross**... AND reduced expenses. Great combination.

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After the training I did with Master Oliver, our **enrollment conversion ratios went up** even as we moved from a 6-month enrollment to 12 months, and increased the tuition rates.

Now, working with Stephen Oliver, I have HUGE goals. *Huge goals are very empowering*. You go to work, and rather than worry working on making 1% and 2% incremental growth, you focus on doubling it. That's exciting, right?

Take Stephen Oliver's Offer of a FREE Consulting Session if – and only if – you are ready for HUGE Success!

David Inman

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If you are grossing $200,000 or more annually and would like to **DOUBLE that in the next 12 months**, you need to talk to "Millionaire Maker" Stephen Oliver.

He'll **give you a step-by-step action plan to double your gross**. School owners that he's personally working with have added $150,000, $250,000, $300,000 AND MORE to their school's earnings in the past 12 months — WITH NO ADDITIONAL EXPENSES.

And, for the first time only, he'll give you a **FREE Personal Evaluation** — a $1,297.00 value — for a limited time only.

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or call 727-540-0500 ext. 202 and ask Bob Dunne for your appointment.

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Step 3. AMSonline will give you a secret tool – you will be the next martial arts millionaire!

From Struggling to Successful, and a Second Location with the Right Coach



275 active students in location one, and 175 active students in a new location in just 90 days.

Stephen Oliver here, CEO of the National Association of Professional Martial Artists. I'm joined today by NAPMA Inner Circle member longtime coaching and a friend of mine, Joe Borucki. Joe, you're in Maryland. Tell us about your location and where you're at.

Joe Borucki: Well, my main location is in Hampstead, Maryland, which is about 15 minutes outside the Baltimore beltway.

And I'm opening up a new location in Westminster, Maryland at the end of the summer. I currently have about 275 active members and am actually doing very well right now.

Stephen Oliver: Joe, we've been working together for quite a while and, let's step back to the beginning. What are some of the key transitions that you've made in your school since we started working together? What would you say were kind of a short list of key things that made your school really turn around?

Joe Borucki: Well, the first one was valuing what I was doing. I was in my school, I was teaching great lessons and bending over backwards to make sure everyone learned what they were supposed to learn; but I didn't realize the actual value of what the long term effects of what you get out of attaining a black belt. And it gets to something that we've talked about many times, that million dollar promise, that if somebody gave you a million dollars in exchange for all the experience and benefit that you got out of your training, would you take it? I do that with my black belts and none of them have ever said I'll take the money. In school age students, it's even more dramatic because you see what it does for people, but the value of that is far beyond what anybody would think is possible for children. So that was the first thing that I had to wrap my mind around, valuing what I was doing.

Stephen Oliver: Obviously that ends up manifesting itself, having that low sense of worth and most martial artists don't think they have a low sense of worth. They just think, you know, there's a price point the market will bear. Would you agree with that?

Joe Borucki: Oh, absolutely. I was so concerned with asking people to pay more than what I thought the program was "worth," I didn't really know how to deliver *more* value than I was asking for. It turns out that I was wrong. People *did* value what I was doing at a *much* higher rate than I was asking for.

Stephen Oliver: What the guy down the street is charging is irrelevant. I can't say how many times people ask me, "What's the 'right' price for my area," and the answer is never about the "area", it's *always* about the owners' thinking.

Joe Borucki: In my case, I am in a very small town, and the only true competition was the Rec Council, which was supplemented by the governmen. I'm a private school, and back then, I was actually thinking about the Rec Council Program being my competition. I was thinking that I was so much more than they were already, and I was worried about being even more over their tuition. But there's a marked difference in what we do as a professional martial arts school and the value we deliver to our students.

Stephen Oliver: There's a huge difference in what you do and to anchor that in. What should the differences be in a professional school compared to a community or recreational program?

Joe Borucki: Oh, wow! I guess the first one that I've embraced, and I'm not saying this for every school that's in the Rec Council Program, but actually implementing a solid character development system in your program, and simply going much further than your typical "part time" rec



NAPMA Inner Circle Member, Master Joe Borucki, owner of Global Karate



High level martial arts technique meets life-changing character development programs.

center instructor. I'm teaching great respect and self-discipline lessons on my floor and actually making it a *required*, measured, graded and rewarded part the program. Developing self-discipline and confidence — the list goes on into your actual lessons and part of your lesson plan. In our school, we have required homework assignments attached to different character development lessons. We have it intertwined into our lessons when we have mat talks. We talk about the value of respect and who you should respect, and make it a big part of rank testing — it's a robust experience a student goes through. That was one of the major changes when I started with — you teach character development, but you back it up (require progress). At that time, I wasn't. So that was one of the first changes I made and it really transformed my school, and in turn it transformed the enrollment. The students that made it to Black Belt were more prepared for life and I started seeing a marked difference in them that they were living and breathing examples of the character development lessons I was teaching them.

Stephen Oliver: And different than what most school owners think, is not only do you not water down your curriculum in the process, becoming a highly financially successful school, you actually strengthen it and grow it. Would you say that's a fair statement?

Joe Borucki: Oh, absolutely. We do so much on our floor well beyond what we used to do. You know, back then, I did what my instructor did and teach excellent martial arts, and, frankly, hope that in turn the character development would happen. But now we have it as part of our curriculum and written down. In every lesson we cover on the floor for every class that we run; and every night we're running about five classes. Instructors can remember only so much, and then when you're trying to cover more and more material, it has to be written down in a clear, easy-to-follow planner.

Stephen Oliver: Now, step back from that for a second. In your school ,with currently about 275 active students, what's your ratio between kids and adults?

Joe Borucki: Oh, I would say that our adult program is easily a third of the school, but it's actually a number that's hard to quantify, because in our school, anybody who's in high school can join our adult classes.

Stephen Oliver: So, generally, you're running a predominantly children's program. The point I want to make as we step back to the character development session at our recent Inner Circle meeting which I thought was very valuable. What was your take on the recent Inner Circle meeting?

Joe Borucki: Oh, incredible. I had a lot of my staff there and they can't stop talking about what they got out of it too and so very valuable meeting. The one thing that I say to my staff is I've been doing this type of meeting for years and years and years and I go to these meetings on a regular basis, about once a quarter and I come home every time with so much material that it's almost hard to implement, and my school has been existent for 20 years now and for me to be making changes and having new material at these meetings every time I go, it's actually mind boggling.

> *"Why couldn't we teach all of our students this material that CEOs learn in order to run corporations?" If you could teach children at six years old how to be a leader, how valuable is that? That just opened up their potential immeasurably."*

Stephen Oliver: Absolutely. And, of course, you and I have been pretty much working every month one on one. Correct me if I'm wrong, it seems like the value of that is in sorting the to-do list and focusing on the things that are going to immediately improve service, bring more students in or create revenue. Is that a fair statement?

Joe Borucki: Oh, absolutely. I don't subscribe to the point of view of being busy just to stay busy. I want to get something done so doing what's valuable is so paramount.

Stephen Oliver: We have a wide range of schools. We have several that are predominantly kids-focused. We have several that are predominantly adult-focused. We have one that's probably on track to be a $2 million a year MMA school in Houston, for example. But the commonality across that is if you're not doing life skills character development, a traditional martial arts format rank progress to respect to the instructor progress updates with the students, you risk putting yourself on the category of a health club.

We saw one of our Inner Circle members running a $297 a month program that turns into a $497 program, that turns into a $997 a month women's cardio kickboxing program; and, of course, the MMA school running a predominantly men's program, but, again, doing the same thing. It's all about formality and the life skills and so forth. Would you expand on that a little bit, Joe? I mean you've seen that over and over again across the spectrum.

Joe Borucki: Exactly and over the years, we've developed our leadership program into a program that I reserve pretty much for my instructor group and then I sat back and said, "Why couldn't we teach all of our students this material that CEOs learn in order to run corporations?" If you could teach children at six years old how to be a leader, how valuable would that be to the parents? That just opened up their potential immeasurably. And I've already seen it in action. I've seen children who are true introverts. You talk to them and they don't look at you, but through the program, they're doing public speaking. You know, recently I had a boy who is an introvert who went out for student government. He wanted to be class president. His dad came in to me and said, "There's only one reason he's doing that and it's because you've encouraged him to be a leader," and so now his whole personality has changed in a positive way. And that's just one example. I have many,

See **BORUCKI**, *continued on next page*

BORUCKI, *continued from previous page*

many students with stories that are similar. And again getting back to valuing what we do for people, you can't place the value on opening up the potential of a child.

Stephen Oliver: If you create a program and a process with the child that becomes invaluable, then the tuition rates are never an obstacle, other than the fact that there certainly are some people who can't afford it, but there's not going to be a resistance to wanting to afford it. Joe, you say you've had the school opened for 20 years, and if you were training martial arts for 20 years, by then you'd probably be a black belt. And unfortunately, we know that the same doesn't hold true in running a business, right? I mean, many people run a business for five or six or seven years with still a low level of knowledge of how to do it. Our mission is bring people into NAPMA's Maximum Impact Program, and then move them into Peak Performers once they have a goal of truly being a black belt in running their school. And when is the point, would you say, to decide to be a black belt and then a high ranking black belt equivalent of running your business as an educator. And what was that transition like for you?

Joe Borucki: I struggled for years doing things the way that I was taught from my previous instructor. I have a degree in business from college so I knew a little bit about how to run a business, mostly in a "theoretical, academic" sense. But how to run a martial arts school business is totally different than your average business model. We're selling intangibles so we can't place what we're going to do for people on the table and say it costs this much. That's not reality. It's totally different so learning the process of making the value real for your prospective students and their parents is VITALLY important. I can teach you this block and this kick, but in the real world we teach our students not to use this stuff. You don't use the "physical" kicking and punching skills in your everyday life, but if you can teach true character development, something that they'll use for the rest of their lives, then the value is immeasurable. So that was the determining point for me. I need help in doing this and getting constant reinforcement. It's encouraging to go to these meetings and seeing what you're doing right, and also the list of stuff that you need to work on. I already mentioned all these meetings that I attend. Every time I come back with a list of stuff that I need to work on and improve.

Stephen Oliver: Describe for people what the environment is like in a Peak Performers or an Inner Circle meeting and how that may be a contrast from general seminars they've attended or conventions they've attended, or maybe some of what other organizations might do.

Joe Borucki: Well, it's a bunch of like-minded school owners. Even though we're teaching, I don't think any of us are teaching the same style; and if we are, not very many, which really isn't the important part of it. The important part is that we're helping each other. The environment is basically, hey, you're doing this right. You need to work on this and then we share stuff that's working for us with everybody and very valuable.

Stephen Oliver: And, of course, none of the old martial arts thing of being shy or protective, or what it is you're doing. Is that a fair statement?

Joe Borucki: Oh, absolutely, absolutely. I've opened up what I do at these meetings completely. You know, I've been holding nothing back and it seems like no other member is doing that either.

"I thought Stephen Oliver was crazy ... and then I realized that he was showing me how to triple or quadruple my income... ."



Joe Borucki

Dear Fellow Martial Artist,

When I started working with Stephen Oliver I didn't really value what I was teaching. **As with many school owners, I did not value what I was doing for my students**.

A quick story that I think would help everyone. When I first started doing coaching with Stephen Oliver, he'd share the tuition that he was charging at that time. After a call or meeting, I came home and laughed. I was like, "this guy is crazy." That was my first reaction! Finally, I wrapped my mind around the idea and figured out, "I don't value what *I'm* doing. *I'm* the crazy one." And so, that was the best lesson for me. School owners who are reading this should think about that: **You need to value what you're doing for people and charge what's appropriate.**

In working with Master Oliver, I often end up kicking myself for not listening. **So much of his thinking is so far ahead of anyone else**, that it's easy to think, "I can't do that." But any time I've done that I end up kicking myself later for not having implemented quickly enough.

Everybody's situation is different, so the coaching program being one-on-one really dealt with my problems and issues, which is really powerful. We've all had the experience of attending a huge seminars that never really address your needs. So the coaching program was what I needed to work on. Sometimes I knew what I needed help with, but more often it was Master Oliver pointing me in a different, but ultimately right direction.

I've received an **EXPONENTIAL return on my investment from the coaching with Stephen Oliver**.

The other thing I love is our Inner Circle and Peak Performer's Mastermind is the marvelous resource of getting constant reinforcement. It's encouraging to atend the meetings and see what you're doing right, as well as what you need to work on.

The NAPMA Inner Circle and Peak Performers teams are a bunch of **like-minded, success-oriented school owners**, even though we're not teaching the same material and style, the important part is that we're helping each other. The environment is basically "hey, you're doing this right. You need to work on this," and then we **share what's working for us with everybody. It's very valuable**.

There is none of the old martial arts thinking of being a bit shy or protective, Everyone is completely helpful and open. **It's a wonderful experience**.

Thanks,

Joe Borucki

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Learn more about how you and your school can benefit from membership in the NAPMA Inner Circle Group.

NAPMA.com/PrivateCoachingSession

Stephen Oliver: And quite a range of results in quite a range of cities. You are in, as you said, a small town. What's the population?

Joe Borucki: In a five-mile radius, it's up to 50,000, but closer in, it's much smaller, and the median income is only $42,000.

Stephen Oliver: So, it's neither a rich area nor a densely populated area, and you've got 275 active students now. At 275, tell people what you're charging? What's your new enrolment tuition? What's your renewal process like?

Joe Borucki: Starting tuition is about $179 a month, then we have a Master Club and Leadership Program. The Master Club is $259 a month and Leadership is $359 a month.

Stephen Oliver: On the $179, is that a contract? Is there a down payment? How does that work?

Joe Borucki: $179 a month is a yearly agreement and there is a down payment; we ask for $269 down. Leadership is $997 down, $359 a month. There are discounts for early enrollment, so we do discount the down payment by $500. The Master Club is very similar.

Stephen Oliver: What's the down payment for Master Club?

Joe Borucki: Master Club down payment is just under $700.

Stephen Oliver: A lot of people are going to think that in their city, in their state, in their country with their students, with their style, you can't charge those kinds of price points. You already told us that you're not in a particularly high income area and you're not in a particularly high population area. But what would you tell them about how they think about that?

Joe Borucki: They're not valuing what they're doing for people, but I have to tell a quick story that I think would help everyone. When I first started doing coaching with you, you shared the tuition that you were charging at that time. I came home and I was laughing. I thought, "This guy is crazy. He's out of his mind." Finally, I wrapped my mind around it and said, hey I don't value what I'm doing. I'm the crazy one. And so that was the best lesson for me. Everybody else who's reading should think about this. You need to value what you're doing for people. Sit down and think about what you do for people and that will help you. Charge what's appropriate.

When I first started doing coaching with you, you shared the tuition that you were charging at that time. I came home and I was laughing. I thought, "This guy is crazy. He's out of his mind." Finally, I wrapped my mind around it and said, hey I don't value what I'm doing. I'm the crazy one.

Stephen Oliver: Well, any time you have the reaction of there's no way I could or there's no way that in my city, state, town, school, whatever; anytime you have that reaction, it's so important to just empty your cup, I mean that's a standard metaphor in martial arts, right? You need to empty your cup. You need to empty your cup and just think about it for a second. What probably is the most valuable thing about the Peak Performers and Inner Circle groups is that you're sitting in a room with a whole bunch of other people who are doing what it is that we're talking about – so have you ever had the reaction of sitting in a meeting of well these guys are doing X, Y, Z. They're doing three to four times the revenue that I'm doing and, frankly, they're not as smart as I am. The Inner Circle was based in part on two different mastermind opportunities I had over my career. In both cases, I remember sitting in the rooms and having people who are in one area or another just kicking in my butt. Yes, this guy is no smarter, no more talented, doesn't have a better situation, doesn't have a better environment, doesn't have a better city, state whatever than I do, and so if he can do it, I can do it. There's so much of the value in seeing the other people and realizing that if Robert Blum can do it in Fishkill, New York, that you can do it in Maryland, and you can do it in Houston, you can do it in Bahrain, Amsterdam or anywhere. It could be done in your area.

Joe Borucki: My area is a farming community, at best a commuter town. I've been at seminars with martial artists and who ask me about my school. I tell them what we do in our school and the price points. They look at me and say, I can never do that work. I already talked about how character development must be a part of your program or the value is decreased. The one thing I made clear to my instructors is that people are paying us to train them in martial arts and we're going to do an outstanding job of that. We have a 1-to- 8 ratio on our floor, if not better, for most of our classes. Character development is a must for every lesson that we do, including the adult classes. You're not just going to raise your prices and expect people to say, "Oh that's great." You're just teaching them the basic martial arts. It has to be the full program. ■



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Sascha Williams instructs hundreds of Black Belts at annual retreat.

Stephen Oliver: You're one of the highest ranked Parker Kenpo black belts in the world, give us a little bit of background of your training and how you got started with your school in Fresno California.

Sascha Williams: Well, I'm probably one of the last remaining active Ed Parker Black Belts. I actually started directly with Mr. Parker when he was still running a fulltime school. I trained with him until he died back in 1990, and started my schools in 1984 or so, and was teaching really just Parker's Kenpo.

I started training in 1980. I first trained at Tracy's Kenpo, which is sort of a slightly altered version of a Parker's Kenpo. Then was fortunate enough to be able to study with Mr. Parker himself, and then got very involved down south with a couple of events, for example, the Long Beach Internationals, which is the same tournament that made Chuck Norris famous. It's the same tournament that made Bruce Lee famous.

I was actually the official director of that tournament for about seven years in a row, and I was also the regional director for the International Kenpo Karate Association, which is Mr. Parker's association. I was the regional director for five states, California being one of them. So I was quite involved in the national and international circuit.

I was a competitor for many years and went overseas quite a bit to train. I've also done a lot of support for the tournament circuits, especially once Mr. Parker died. A lot of the guys that were originally studying with Mr. Parker overseas no longer had anybody to help them.

> ***"The response has been phenomenal. I estimate that 30–40% of the birthday parties we book are from our students, which means the other 60–70% are from people we don't know."***

So there were several high-ranking instructors, of which I was one of maybe 10, that were willing to travel around and continue to spread the art. That went on for a couple of years until about 1995 or 1996 when I got so tired of traveling all the time.

I had my first class in Salinas, California, in my own school, and from there, I moved over to Gilroy, and then kept on moving closer and closer to the desert; then finally in Los Banos, Madera, Turlock and Fresno. I ran four schools for a long time and then paired them down, learning that, actually, with your systems, that it was a little smarter to run one school well rather than four schools poorly.

I now have one school in Fresno, California, and I run it with my wife Rene and our adult children. Daniel is our oldest, who's 22 years old, and we have Jennifer, who's 19, and Randy, who is 18 years old now.

They're all Black Belts, so we're running it together as a team and have a couple of extra people that are kind of like family members now. I also have Ricky, who has been with me since he



Mile High Karate school owners Sascha and Renee Williams.



Effective lead generation at internal events, including birthday parties, are a staple marketing tool at Mile High Karate—Fresno.



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was 15 years old, and I have another, Jennifer Martinez, who is my son's girlfriend, who is also 19 years old.

So, it's actually a pretty cohesive group that's all working very hard at making the school work. I used to, when I was coming up in the Parker system, do it as a one-man show. It was just me. Because I had four schools, imagine moving from school to school every day. So, each school was only open twice a week.

I also did very little marketing. It was much easier back then in the 90s. All I had to do was have a Yellow Page ad and every once in a while, do like a flyer run, and I didn't charge much. It was pretty simple. A mom would come in and just enroll her child. I didn't have long conversations with them or anything like that.

You know, they were paying 50, 60 bucks a month or so, but because my overhead was so low, I didn't have any employees, and I didn't have any advertising budget to speak of really. It was just rent. Because I wasn't really wise enough to do what was important in this business, I was renting units that were not in the best part of town.

So it was really just teaching, without a lot of effort in the business aspect, and it went well for a while. It started drying out right around 2003, 2004, 2005. I started noticing that our market was changing and people weren't just walking in nearly as frequently anymore.

Stephen Oliver: You've been a NAPMA member and then a Peak Performer member, and then have become a Mile High Karate franchise. I know our next step is now to start developing multi-units around you based on the Fresno and into Central and Southern California. If I recall correctly, when you came in to Mile High Karate, you were doing about $17,000 a month. Is that right?

Sascha Williams: That right. We've been a member of NAPMA pretty much since NAPMA started. I just liked the pretty pictures and everything for the ads because I do a lot of my own marketing materials, articles, newsletters and stuff like that. I'm comfortable doing that myself on the computer and here is such cool artwork so I figured, okay, I'll join for at least the time it'll save me creating all this stuff myself.

I didn't see that much content yet that was useful for me, in part because I was ignorant, and the other part was because this stuff wasn't as good yet back then. But I stayed with NAPMA and then used some of the stuff that they had to offer and then we started also going to the conventions.

> *"At first, I was not well versed in what it would take to run a successful martial arts studio, so I made many of the common mistakes that many school owners are still making to this day. I probably treated my studio and its program more as a hobby."*

The seminar was primarily about the perception of value and increasing tuition and I was able to relate to that very easily only because knowing the math of what the studio is about is extremely important. In other words, if you know that you have X amount of students and you make X amount of dollars in very student, you can very much predict how much money should be coming in and you can increase their perception of your value.

There's only a couple ways to increase that in most people's mind. In my mind, I was always focusing on "I've got to get more students". I think that is a very common, instinctive way to think about this whole process.

I went through the same phase that most beginning studio owners go through. You're thinking everything is fantastic because you're increasing by 10 students a month but if your dropout rate is not under control, by the time you get to — with most schools, what I've seen, by the time you get to about 50 students, the dropout rate has just caught up with you.

In other words, they might enroll between six to eight students a month but they're also losing between six to eight students a month, and that is when the math is working against you. So, obviously, your dropout rate is about the same as your enrollment rate.

You know, if I have 200 students, I can't just enroll four. I'm going to be shrinking, right? I'm going to probably lose more than four students if I have 200. Not a lot of the schools have a two percent dropout rate and mine was pretty bad back then. I probably had about 8 to 10 percent dropout rate.

You don't become aware of that until you start really looking at the numbers. That's one thing that you are very good at, and just going to your seminars kind of helped me get involved in that more and more and more.

Then, I'm sure I'm not the only studio owner who felt quite a hit back in 2008, and that's right about the time that I got interested in becoming a franchise of Mile High Karate.

Stephen Oliver: Why did that seem to you to be a solution?

Sascha Williams: Really, the reason why I became a Mile High Karate school was very basic, if you want to achieve what other people are able to achieve, do what they do. I was looking around. There were a few industry leaders that are very

See **WILLIAMS**, *continued on next page*

WILLIAMS, *continued from previous page*

good, that have very, very successful schools. So lots of really good schools, but not a lot of them have a replicable system?

Stephen Oliver: So, systems were important to you?

Sascha Williams: Yes. I met all these guys and I'd see them at the NAPMA conventions and elsewhere, but there's a big difference between picking up an idea here and picking up an idea there, and having one "integrated system" that you can follow. What attracted me to the Mile High Karate franchise was that it was all laid out beginning to end. It was actually a lot simpler than what I thought.

I had a lot of misconceptions about it. You know, before I visited the Mile High Karate schools in Denver, I thought that these were going to be the most grandiose-looking Taj Mahal schools. I thought it must have been like these schools that have 500 students in them. When I went over there, the first thing I noticed was that the schools were about the same size as my school.

On average, like 2,000 and 3,000 square feet or so, and with classes about the same size as my classes, with a professional look, very clean and neat, but the impression was more like a classroom experience, rather than an elite health club look.

That was a real eye-opener for me. I could no longer believe that there was some significant "difference" in the market, or the locations for why I was not making as much money as the Mile High Karate schools were making.

Stephen Oliver: So, you previously thought that the physical location was the "key"?

Sascha Williams: It's easy to say (and allow yourself to believe), that schools make more money because they put a million dollars in remodeling it and this looks super expensive when you walked in. But when a school makes three times or four times as much money as you do and that school looks very similar to yours, and has roughly the same amount of people in it, there must be something else that's causing the difference. There must be something else that's going on in that school that's causing that school to make three or four times as much money.

Stephen Oliver: The goal is not to build a monument to your ego. The goal is to produce quality Black Belts, have a lot of new students coming in and keep as much as possible at the end of the day and have a strong net profit.

Sascha Williams: Yes. I can really relate to that, because this is kind of what I was alluding to earlier. It's so easy to miss a sign of the real issue. It's easier to tell yourself the reason I'm not more successful is because of A when it's really B. I think that's probably what almost everybody does.

You do it either consciously or subconsciously and a lot of times you use it as an excuse, but I was really looking for a better way for myself and Renee. We were looking for the answer to why are some people able to make more money than us . That's our philosophy: if they can do it, we can do it. I don't know if it was Tom Hopkins who first said this but, you know, never take advice from somebody who's more screwed up than you are.

Stephen Oliver: Exactly.

Sascha Williams: That saying by itself, coupled with a little bit of logic, makes me want to pursue

See **WILLIAMS**, *continued on page 18*

"Joining the MHK franchise was the best thing we could have done. We increased our gross to become a $500,000.00 a year school."



Sascha Williams

Dear Fellow Martial Artist,

We operate our Karate school as a family. Myself, my wife, and our three adult children. Teaching Ed Parker's Kenpo Karate for almost 30 years now, I was originally content having a few small schools in California (this was before I met my wife).

As our children became teenagers and started actively teaching at our schools, my wife (who originally opened and operated the Fresno school) and **I had two goals**:
1. Provide an opportunity for our children to prosper, and
2. Grow at least one of our schools to be a large school that we would operate as a family.

In 2008 we decided to become a Mile High Karate Franchise. What attracted us to the idea was the fact that **Stephen Oliver's schools (which we visited several times before committing) seemed to be very effective in getting parents of students to make Karate an absolute priority**. We were astonished that parents were willing to pay $200-$400 per month for just one of their children for Karate class, and to commit to six year black belt programs. We wanted to learn how to accomplish that. To be able to get parents to truly understand the value of earning a black belt was what we wanted to accomplish, and we did.

I have to say that joining the MHK franchise was the best thing we could have done. We *increased our gross to become a $500,000.00 a year school*. To keep that in perspective, our school is in Fresno, California, which is NOT an affluent city (median income of $45,000.00, with a 16% unemployment rate), with other Karate schools in town charging less than half of what we do.

One of Stephen Oliver's strength lies in getting studio operators to stay on goal and to stay excited about improving themselves. We are proud to have become one of the top schools in the MHK Franchise. The systems that we have in place are simple but effective, and with the help of Stephen Oliver as well as Jeff Smith we can honestly say that **becoming a franchise is the best thing we ever did**.

Thanks,

Sascha Williams

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WILLIAMS, *continued from page 16*

those people or follow those people who really are getting the right results. When I saw what the Mile High Karate schools were doing and I saw it was legit, that made it very easy to take that step and become a Mike High Karate school. I was excited about doing that. I was so excited about doing it because we're now one of the most successful Mile High Karate schools around.

It wasn't easy. It took a lot of work. My philosophy on becoming successful is that you have to change yourself to change your success rate and to change your school. A lot of people make the mistake of just wanting to hear the one thing that's easy for them to implement and then they think that that's going to be the solution.

Most of the time, the solution is you have to take a look at yourself again and take a look at your habits or you mindset, your belief system.

The prime example would be a lot of people just don't think that they're worth that much.

Stephen Oliver: What mindset did you have to challenge to make such a dramatic improvement in your school?

Sascha Williams: How many times do we hear somebody say teaching martial arts "shouldn't be about money"? They think if I just charged $70 a month that should be good enough. I think that that's almost always a subconscious response to either fear or low self-esteem.

In other words, people would love to be able to charge $150 or $200 or $300 a month and they would if they could but, they simply don't feel that they are "worth" that much, and don't know how to *be* worth that much. It's very hard for anyone to admit that.

It's easier to say that it's because of the bad economy or it's because of my area. I mean, heck, I'm the first one who could blow that horn. We're living here in Fresno, California. We have a 17 percent unemployment rate. We have a median annual income of about $45,000.

That's not a very good situation to have a high-producing school and would feel it every day. We have people who lose their jobs every day here. We have a lot of people who are just not in a very high income demographic at all; but yet we're getting these numbers and we're getting great results. Our programs start at $200 a month.

Stephen Oliver: There are lots of people who undervalue their services in our industry.

Sascha Williams: Yes, there are lots of people giving *really bad* advice in our industry. I heard a guy making a long case for why $120 is exactly the right amount to charge in his area. That tells me that he only knows how to charge $120, but he doesn't know how to charge $140. If your belief is that "it's not about money," then why are you charging $120 instead of $80, $50 or $10? Why not free?

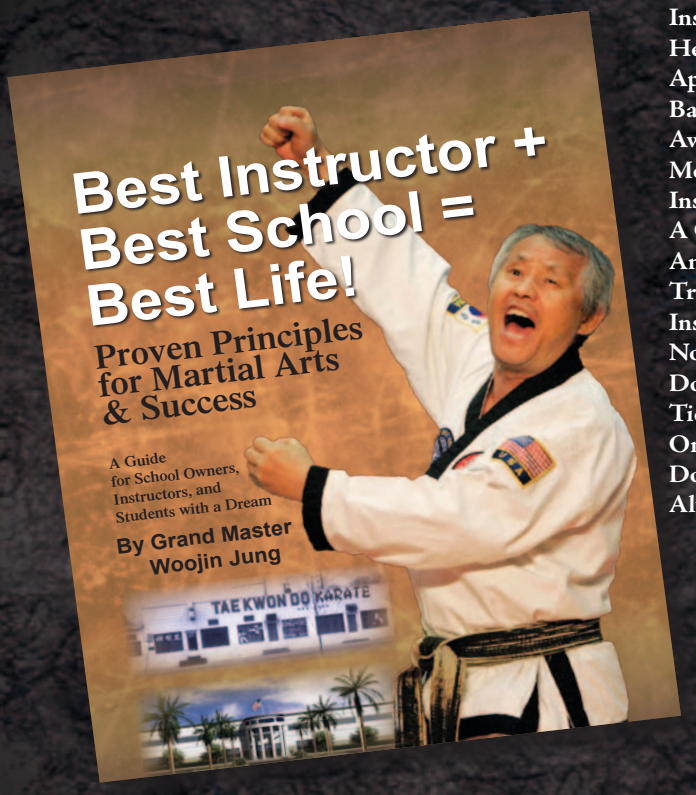
So we make that excuse. We always make that excuse, then we make the excuse, "I don't want to just be a sales person," without the true value of the martial art.

It's really easy to think of a person who is charging more money than you are of being someone who somehow compromised their art, but in my experience, that's almost always just an excuse for poor performance.

Heck, I have another Kenpo guy in town who's doing it to me. He's a little envious of me because I'm more successful than he is and I'm better known than he is. So, he'll criticize me a lot. I see his guys every once in a while leaving like a review on Yahoo! saying how we are watering

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—GM J.P. Choi, Deanof the Oriental Martial Arts College, USA

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down the art, as though they would know that.

They're not coming in and watching me teach. They have no clue. They're simply judging by one false belief; they are charging more money, so they must be watering down the art.

It's kind of part of all of us. There's a fear — and I think there's a fear with anybody — that if you go more into the business aspect of the art, that you are then compromising the art. But that's the farthest thing from the truth.

As a matter of fact, this is the one thing that I learned from you that is probably more valuable than anything else, and that is that the true art lies in knowing how to convey the value of the art. I heard you say once that we don't have a sales problem. We have a perspective problem.

If we could take a parent six years into the future and show them how their child's life has changed and what they would see as a result of getting a Black Belt, they would not hesitate to pay us whatever amount we ask them, and that's exactly true.

It is the way that we can communicate with the parents and it is the way that we can get them to set a goal for their Black Belt and be very excited about the whole idea of getting a Black Belt. That makes it possible for us to charge more and gives us the ability to surround ourselves with students who are highly appreciative of our program and who are highly committed to the program.

So, now you have a much lower dropout rate because these parents are totally in synch with you and believe in the long-term, significant benefits of this program. They're totally committed to it. They will not sign their kid up for baseball if it gets in the way with the karate schedule, which is the exact opposite from the way I used to run a school. You know, making it easy for a parent right from the beginning.

Stephen Oliver: In the last 30 months California was perhaps the hardest hit state in the country with the recession but Fresno was the hardest hit city in the state of California. Is that accurate?

Sascha Williams: That's pretty accurate. We still have a 17 percent unemployment rate as it is right now. Not a week goes by without one of my students' parents losing a job.

Stephen Oliver: So in that period of time you've had a 300 percent on average increase in your revenue since becoming part of Mile High Karate, Is that right?

Sascha Williams: That sounds about right.

Stephen Oliver: One of the things that you've learned to be very good at is flooding the school with intro traffic. You've had several months since last spring where you've had 150 to 300 intros in a single month.

Sascha Williams: Yes, that's right. Last month, it was over 250, and it's always usually over 150 intros.

Stephen Oliver: Most of this intro activity is coming from low cost grassroots community outreach marketing, is that right?

Sascha Williams: That's correct. There's almost no regular paid advertisement. We're doing lots of community events and activities. Things like local home shows, community carnivals, elementary school festivals, day cares, youth groups, Kiwanis clubs, scout activities and others.

We're *constantly* tweaking and adjusting our lead generation strategies. Being part of Mile High Karate gave all of us, as members of a big team, the strength from just the constant communication. Like when the *Karate Kid* movie came out, that was a blast, because all of us were working together and comparing figures.

During the weekends and we were actually texting back and forth. How many appointments did you set? How many did you get? It drives you. You're just in a better group that way and that made it motivating. ■

Get More Information!

Learn more about Mile High Karate.

Visit **MileHighFranchise.com**.



MILE HIGH MAVERICK:

Would You Rather Be the Apple Store or Wal-Mart?



There are those running around the industry teaching you how to be the martial arts school equivalent of Wal-Mart. Now for some that's most comfortable and, I'd never claim that Wal-Mart themselves don't have a profitable business model.

However, I freely admit that I am most interested in developing – and, teaching school owners to develop the equivalent of the Apple Store rather than Wal-Mart or similar. Additionally, we are in a *very* different business from the discounters. They rely on paper-thin margins and the ability to "make it up in volume." I would argue that we rarely have that opportunity. *It's either be premium or broke. There's little in between.*

Now, first let me explain. Among all retail chains in the United States Apple is number one by a wide-margin in revenue per square foot. The Apple Stores are number one by a wide margin in retail sales per foot at: $5,626, running a distant second is Tiffany's at $2,974 per square feet. On down the list is Best Buy at $831 per square foot.

The other thing to keep in mind is that Apple across all of their products has a *much* higher gross profit than any of their competitors:

Obviously there are many reasons for Apple's success. Clearly you can summarize it by having a high end product with pricing far above industry norms.

Option 1. Low-Price School

Average Revenue Per Student: . . . . . $75 Per Month
Total Active Students:. 500
Square Feet: 5,000
Rent: $8,500
Employees: 3 Full-Time, 5 Part-Time

Total Gross: $37,500

Option 2. High-Value Store

Average Revenue Per Student: . . . . . $300 Per Month
Total Active Students:. 300
Square Feet: 2,500
Rent: $5,000
Employees: 2 Full-Time, 2 Part-Time

Total Gross: $90,000

Let's look at two options for your school. Very real options that I've seen in practice with various schools that I've evaluated.

Just to sum up this line of thinking. First, It's much easier to run a highly profitable martial arts school with "premium pricing" models than with a low price model.

Second, If you are encountering too many prospective students who object to your current tuition price ask yourself two questions:

a. Are you REALLY showing the value of your program to prospective students? Review your advertising, your introductory process, the look and feel of your school, the look and feel of your staff (or, yourself) and the level of "proof" that you are providing for the positive outcomes of your program.

b. Are you "fishing from the wrong pond." Too many schools just accept whoever walks through their door rather than actively seeking their ideal student. You are looking for students that can and will pay the tuition that you are expecting to charge and that will train with you for the long-term.

Another thought, if you currently have a school full of broke people — focus on sources *other than referrals* (word of mouth) to fill your school.

I certainly hope that you will review the value and quality of your martial arts program. Continually improve every element of your student experience and, the increase your tuition rates accordingly. ■

Ranking to Top 20 U.S. Chains by Highest Retail Sales per Square Foot

Company	*Sales (000)*	*Store*	*Avg Size*	*Sales/Sq Ft*
Apple	14,199	327	7,886	5,626
Tiffany & Co.	2,984	232	4,408	2,974
Coach	3,529	723	2,790	1,820
lululemon athletes	632	138	2,877	1,233
Gamestop	9,327	6,582	1,400	1,009
Costco Wholesales	81,352	580	145,000	998
Signet Jewelers	3,417	1,857	1,927	955
Polo Ralph Lauren	2,661	3711	7,6291	904
Whole Foods Market	9,854[1]	308	37,900	867
Best Buy	47,925	4,186	3,899	831

STEPHEN OLIVER NAPMA CEO



Stephen Oliver, MBA and 8th-degree Black Belt, has been training as a martial artist since 1969 and operating professional schools since 1974. He's run a multi-million-dollar school operation (Mile High Karate) since 1983, and has been a former EFC Board Member and former NASKA World Tour Promoter. He is the leading consultant and coach to professional martial arts school owners in the world.

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AN ATTITUDE OF GRATITUDE FOR...

A Special Tribute to Grand Master H.U. Lee and Chief Master Richard Reed



Grand Master H.U. Lee *Chief Master Richard Reed*

Without a doubt, I would not be who I am, where I am, doing what I do, without the powerful influences of Grand Master H.U. Lee and Chief Master Richard Reed. As a 20-year-old, walking into Master Reed's school in December 1967, I had no idea what a radically different path my future was about to take.

My life was dramatically changed, changed for the better when I got into the martial arts. It became my ticket up, my ticket out. I was working factory jobs in Omaha Nebraska at the time not really sure what the future would hold. At first, the positive changes were mostly personal. I fell in love with the Martial Arts, the structure, the culture, the discipline, the art, all of it. The training added a new dimension, a new sense of disciple and order to my life. It was only after I become an instructor some time later, that I began to realize and conceive of the Martial Arts as a path to something greater. As Grand Master H.U Lee and Master Reed became my mentors, I watched and learned from everything they did, and began to envision who I wanted to become and what I wanted in life.

CHIEF MASTER WILLIAM G. CLARK CEO, KARATE AMERICA AND WARRIOR X FIT



Chief Master William Clark is an 8th-Degree Black Belt and the CEO of Karate American, headquartered in Jacksonville FL. He has 25 schools, more than 2,000 actively training Black Belts, and has trained 9 Masters and 3 Chief Masters. Additionally he is the Chairman of the Masters Council of the American Taekwondo Association (ATA) and remains active in the leadership of that organization.

I owe the ability to dream big to them both. They were visionaries; when they dreamed dreams, those dreams were vast, far-reaching dreams, much larger than anything I could visualize at first! They set their goals and lived the life that modeled how to reach those goals. They always encouraged me, told me to go for it, allowed me to try new things, and pushed me to do more, think bigger, stretch farther. They both modeled a lifestyle to aspire too, showing me that the Martial Arts could be a true profession, a life's passion, and not just a hobby or something to do on the side.

Lots of instructors claim to be the biggest and the best. Yet, these two just lived it out. I watched and learned. I saw in them something that I wanted for myself and for my students and instructors. They both saw opportunities where others saw obstacles. They instilled in me the ability to believe in myself, and see the possibilities in life as limitless. Grand Master had a "just do it", "figure it out", and "overcome the hindrance", outlook on life. They both showed me how to dream big, grow big, and not to settle.

When I first began training, Master Reed's teaching style was entirely different from the other Korean instructors I had seen. He taught in a wild, free flowing fashion. He demonstrated freedom in is style, and yet remained faithful to the traditions of the Martial Arts. It was this freedom that I later took to the limits.

Grand Master H.U. Lee gave me a lot of liberty to teach and experiment with new ideas. He gave me space to grow and test the possibilities of "what if". Master Reed had demonstrated to me that change can be good, that it was ok to innovate, that there were ways to teach and to lead outside the boundaries of the strict traditionalist. I took that freedom of style and expression that I saw in Master Reed to the extreme over the years, stretching the limits of what's possible while remaining faithful to the heart, the integrity, and the spirit of the Martial Arts. When I returned to Jacksonville in 1971, to open a school, I was given permission to train with other instructors, since mine were hundreds of miles away. This further opened my eyes to more possibilities from other styles and training methods which I then was able to incorporate into my training systems over the years.

Master Reed taught me how to set and achieve goals. He could see father and visualize more than I could at first. He would come and sit down with me, year after year, and set bigger and broader goals. I benefited professionally, personally, and financially from his mentoring and goal setting. This is something that I have always tried to emulate with my juniors, to help them learn to set and achieve goals for themselves, and to grow into the possibilities the Martial Arts hold.

Grand Master Lee allowed me to teach as a brown belt, that was a rare privilege at the time. This forced me to develop my leadership and instructional skills early on in my career. I was also repeatedly required to speak publicly by Grand Master Lee. He was always telling me to address this group or teach

See **ATTITUDE**, *continued on page 26*

You've Mastered the Martial Arts — Now Master the Martial Arts Business.



Stephen Oliver, MBA
THE Martial Arts Mar keting Expert; Founder, Mile High Karate; CEO, National Association of Professional Martial Artists; Publisher, *Mastering the Martial Arts Business* and *Martial Arts Professional* Magazines, Evergreen, Colorado

From the first **Ultimate Martial Arts Marketing Bootcamp**, I've seen incredible Millionaire Maker-results from my marketing students!

How much improvement in results?

$200,000.00 more revenue in 6 months; $300,000.00 in 12 months; $250,000.00 in 12 months; $190,000.00 in 12 months; and, it goes on and on!

If you want results like that for you and your school — then read on!

Dear Fellow School Owner,

I know what your life is like as a school owner. I have been running my own schools since 1975 — and, unlike most — never really had any other job or career other than running a school.

Every day as a school owner we have to grapple with competing priorities and struggle to remain true to our martial arts roots. All the while you work to create a successful business and a worthwhile career.

If you haven't had the success that you want from owning a martial arts school, or, if you've done well but are ready to take the next step to join the top 5%, then — just maybe — it's time for you to take the ultimate opportunity to Master YOUR Martial Arts Business – not just your art.

What are the steps to REALLY growing your income by running a school? Well, that's really pretty simple — I'll teach it to you here — free of charge:

First:

Enroll enough students. A single school location needs 20 to 30 new students each and every month to grow and thrive. Are you hitting or exceeding those numbers?

If not, I guarantee that by the time you leave my bootcamp you will have more than enough tactics and strategies — including step-by-step "plug and play" systems for filling your school each and every month.

Second:

You must charge a reasonable tuition rate — up front. Now, I don't know what you are charging. In my schools, new students pay $259 per month.

What are you charging? If you are not receiving that tuition rate, or are afraid prospective students will balk at that amount of tuition, then you need to learn to create the perception of value for your students — and their parents. This is more that just teaching an exciting INTRO Class. At my bootcamp you will learn to create a high perception of value — value that makes your competition irrelevant in your prospect's minds and creates the confidence to charge — and receive — what your program is really worth.

Third:

You must have an upgrade system to move students up through higher tuition rates. At my schools, we move students to Leadership at $497 or MasterClub at $349 within 8 to 16 lessons (that's 1 to 2 months). Often, this results in a PIF at $15,000 or more.

Do you have a system in place that progressively upgrades students and maximizes your return? If not, you will learn how to accomplish that at my bootcamp. PLEASE TURN TO NEXT PAGE ➔

Stephen Oliver's Ultimate Martial Arts Marketing Bootcamp
August 16-18, 2012, Golden Colorado
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What Will be Covered in this Bootcamp?

Extraordinary marketing strategies for creating new students including:

- The Lazy Man's way to consistently huge enrollments!
- Complete Referral Systems. Every way to generate a student from within. Systems that produce (this month, this year) 30 to 50 enrollments a month at little or no cost and minimal labor.
- Events and proper operation and structure.
- Buddy Opportunities.
- Birthday Parties A–Z.
- Exam Extravaganzas: Filling the Bleachers.
- Passes and Handouts.
- Networking to organizations, businesses, and schools.
- Proper pre-frame for referrals.
- Target-market free flyer distribution of 100,000 to 250,000 for the cost of printing alone (maybe not even that!).
- Facilities, signs, and other non-trivial issues.
- Telemarketing Issues.
- Broadcast Voice Mail.
- Broadcast Fax.
- E-mail Automation Systems.

What to do to create a virtual FLOOD of new students if you have little or no money!

- Gym class structure: Gym teacher for the day.
- Registration processes.
- 6-class format.
- Personalization and mass enrollments (25–40 in a single day).
- Day Cares.
- Scouts.
- Many other affinity organizations and creating internal opportunities.
- Ongoing referrals from schools, private schools, day cares.
- Follow-up on prospect database.
- Telemarketing issues.
- Mail follow-up.
- Continual maintenance of prospect pool.

What you do and don't want to do, or stuff I wish I knew in 1983.

- Things to avoid at all costs.
- Only if you are desperate.
- Issues to avoid getting sucked into this trap.
- Using your internal resources and contacting their clients, friends, associates.
- Telemarketing.

Expensive and Easy.

Developing MULTIPLE flows of prospective students at the "right" cost. Most successful schools have to move to a mix of these opportunities sooner or later.

- Television spots and infomercials.
- Radio spots and infomercials.
- Mini-infomercials.
- Newsprint (real newspapers, not weekly throwaways).
- Ad design.
- Response elements.
- Highly responsive ad copy.

Finally:

You must have staff and systems in place to ensure that your Marketing, Sales, and Motivational Teaching systems happen consistently and predictably. How's your staff development? Is your school systematized? We will cover this in depth, and you will leave with new systems and management methods ready to insert into your school the day you arrive back from this incredible event.

All of that really sounds simple, doesn't it?

We both know that there is more to it than meets the eye.

My initial professional education for marketing a martial arts school came in the late '70s and early '80s in Washington, D.C. While a branch manager at the **Jhoon Rhee Institute** I studied methods and systems used to fill nine locations. I also spent huge amount of time at the Library of Congress, reading marketing classics by such men as **Claude Hopkins, John Kennedy, David Ogilvy, John Caples,** and others that you've probably never heard of.

Next, I moved to Denver and opened five schools in 18 months with just $10,000. That was 1983 — 20 years ago — and since then, I've run one of the largest and most successful school organizations in the country. Over the years I've spent literally MILLIONS in advertising dollars, and through trial and error, have discovered what really works.

In the process, I've continued studying the various "experts and gurus," including people like **Jay Abraham, Gary Halbert, Dan Kennedy, John Carlton, Jonathan Mizel, Corey Rudl, Joe Sugarman, Ted Nicholas** and many others.

Guess what I've learned from all of them?

What I've found is that the only route to success is "test, test, test." Trial and error — millions in media buys later — is the only true route to knowing what will work for you and me — and for our martial arts schools in today's economy.

Well, you have two options to accomplish similar results:

You either spend $200,000 to $250,000 PER YEAR for the next 20 years — keeping copious records — and let a bevy of marketing experts and MBA's and Ph.D.'s study the results and help you draw conclusions.

OR you attend my Ultimate Martial Arts Marketing Bootcamp and let me lay it out for you — step by step and "plug and play." Nothing will be held back — all my secrets and discoveries will be laid out for you to explore for yourself.

Now, I know what you may be thinking...

I know what I would be thinking — "Gee, this all sounds great — but how do I know you are for real?"

Well, you really don't have to take my word for it.

In past bootcamps I've had many of our industry leaders attend for their own development, and in some cases, to contribute as well.

Who? **Tommy Lee, Tim Kovar, Joyce Santamaria, Bill Clark, Jeff Smith, Joe Corley, Chris Rappold, Sergio Von Schmeling, Dave Shirley,**

PLEASE TURN TO NEXT PAGE



An excellent Bootcamp! You provided the most impressive representation of Martial Arts success I have ever seen in one place. I originally attended your Boot Camp because you are one of the rare individuals who has experienced the fortunes and pitfalls of being a multiple school operator.

Master David Shirley
7th Degree Black Belt
Villari's Martial Arts Centers

Your Bootcamp offered a group of mentors that had been there and done it, more importantly, with great success. I want to hear ideas and concepts that others are using and are having success with and your Bootcamp more than provided us with that. You seemed eager to push and motivate us to greater success and I again want to thank you for that.

Joe Priole
Champion Martial Arts Center



I got some awesome information I'm going to come back and use in my karate studio. I know for sure that we can make easily an extra $100,000 next year. Easily. I would say, for sure, double the price on our tuition.. I think this was awesome, well worth the trip from Canada.

Lamonte Kersey
Mr. Kersey's Karate School
889 Lawrence Street, Windsor, Ontario Canada N8Y3Z6



"If you miss this Bootcamp you are in big trouble. The people who attended this bootcamp last year added $200,000-$250,000 — and, in one case $300,000 — in a single year! Where else can you get that kind of return on your investment?

Jeff Smith, former PKA World Champion, three schools in Northern Virginia



I attended your last bootcamp, somewhat skeptical, but willing to learn. I came away with a whole new understanding. So many ideas, new technologies, new systems — it boggles the mind. I took 16 pages of notes on my laptop presentation and another 5 pages on my PDA.

William "Scott" Kifer
8th-Degree Black Belt
President of USA Karate, Inc.

I've read headlines like this all of the time from people promising to teach the secrets to making lots of money and how to get tons of students into your martial arts school.

Well, after researching most of them, none of them were what they said they were, except one:

Master Oliver, let me say that this is my headline in describing your "Extraordinary Marketing Course". As you know, I discovered this course while on travel in Brazil, and the rest is history.

I could talk for days about how your program has changed my business.



At the Ultimate Martial Arts Marketing Bootcamp, I felt like I was in some type of secret organization that is revealing the secrets of success only to a chosen few. I mean, I literally sat at a table with 5–7 Martial Artists who had been running schools for twenty to thirty years and were all Millionaires. They openly talked about what it takes to make millions with a Martial Arts School, what to do and how to do it, and basically laid out everything for you to do. Where else on earth are you going to get that?

There isn't a platform that I know of in the Martial Arts Industry that is open to the public that allows the type of "up close and personal" networking the Ultimate Martial Arts Marketing Bootcamp offers.

Yes, I've achieved GREAT success with your course. Yes, I want everyone to attend your Bootcamp. Yes, I will support EVERYTHING you do, but only because what you are doing works. If it wasn't working, I would be off to the next guy claiming to have the secrets.

Lloyd Irvin
Lloyd Irvin's Martial Arts
Added $250,000.00 to his school after attending the Ultimate Martial Arts Marketing Bootcamp.

Lloyd Irvin, and way too many others to list here (complete information is available at www.MartialArtsBootcamp.com if you want to verify any of this!)

What do other school owners who've paid their hard earned dollars and flown from across the U.S. or from Canada, or come from outside of North America to attend, think about my **Ultimate Martial Arts Marketing Bootcamp**? Well — I have included just a few of their comments here. I'd be happy to send you an audio tape or video of their results and comments.

What should you do?

Call my office right now at 1-727-540-0500 extension 202 and ask Bob if you can still reserve a spot for this exclusive event. We'll be happy to budget the tuition over a few months, or give you a discount if you register early.

I look forward to helping you add $250,000 or more to your revenue in the next 12 months!

Sincerely,

Stephen Oliver

Stephen C. Oliver, MBA
8th Degree Black Belt

P.S. If you register quickly, I'll even get you a **complete copy** of the "Summit of Martial Arts Millionaires" at a **$500 savings,** so you can hit the ground running and start growing your school before August. This is 24 hours of the industry giants sharing all of their secrets for multi-million dollar results.

P.P.S. This **Ultimate Martial Art Marketing Bootcamp** will also include special optional sessions — **Jeff Smith on creating 87% conversion to your leadership upgrade or, Toby Milroy Direct Response Advertising Skills - Online**. Reserve your spot early for these.

OOPS! I almost forgot to mention. You have a **100% Money Back Guarantee**. If after the first day you are not absolutely BLOWN AWAY with the incredible content, I'll refund 100% of your money, no questions asked — and you keep all of the materials and handouts. Plus, we'll even pick up the cost of your lodging to boot!

- Offers that work.
- Lead generation solutions.
- High response mechanisms.
- Headlines.
- How to generate Testimonials.
- Direct mail solutions.
- Letters.
- Postcards.
- Sample formats.
- Mailing list selection.
- Endorsed mailings.

Maximum money in the minimum time.

- Mastering 70-90% conversion Lead-to-Enrollment.
- Add-ons and Upsells.
- Tuition Rate Issues: How to set the right tuition level.
- Modeling for $247 per month, plus upsells to higher results.
- Cash vs. Monthly Payments: Add $20,000 per month with no additional effort.
- The Sales Cycle.
- Effective Phone Skills.
- Introductory Class Formats.
- Hot-button Must-Cover Issues in the introductory class.
- Enrollment Conference.
- Solving Price/Contract Objections.
- High % family add-on percentages.

Income maximization.

Which do you want:
300 active — $14,000 gross/month.
300 active — $30,000 gross/month.
300 active — $70,000+ gross/month.

Setting the right price: Get what you are worth and maximize your income!

- Perceived Value.
- Asking for the Right Price.
- Testing and being at the right price point.
- Elasticity of demand and other theoretical underpinnings.
- Maximizing your revenue from each student.

Getting your school right: Maximizing your operation.

- Focus on the right issues.
- Distractions that suck money from you.
- Foolish efforts and diversions.
- Maximizing time use.

Real "insider's secrets" to a GREAT school and maximum results.

- Student retention.
- Quit rate.
- How to grow to 1,000 active students — the hard way and the easy way.
- Screening for better results.
- Intro flow creates a quality student body.
- Harvard vs. the martial arts industry.
- 96% per month — or, for 4 years?
- Loyalty is king — how to engender it.
- How to kill loyalty.
- Enthusiastic parents are made: creating your perfect environment.



Held in Beautiful Downtown Golden, Colorado — an easy shuttle or drive from Denver International Airport in the Scenic Colorado Rocky Mountains.

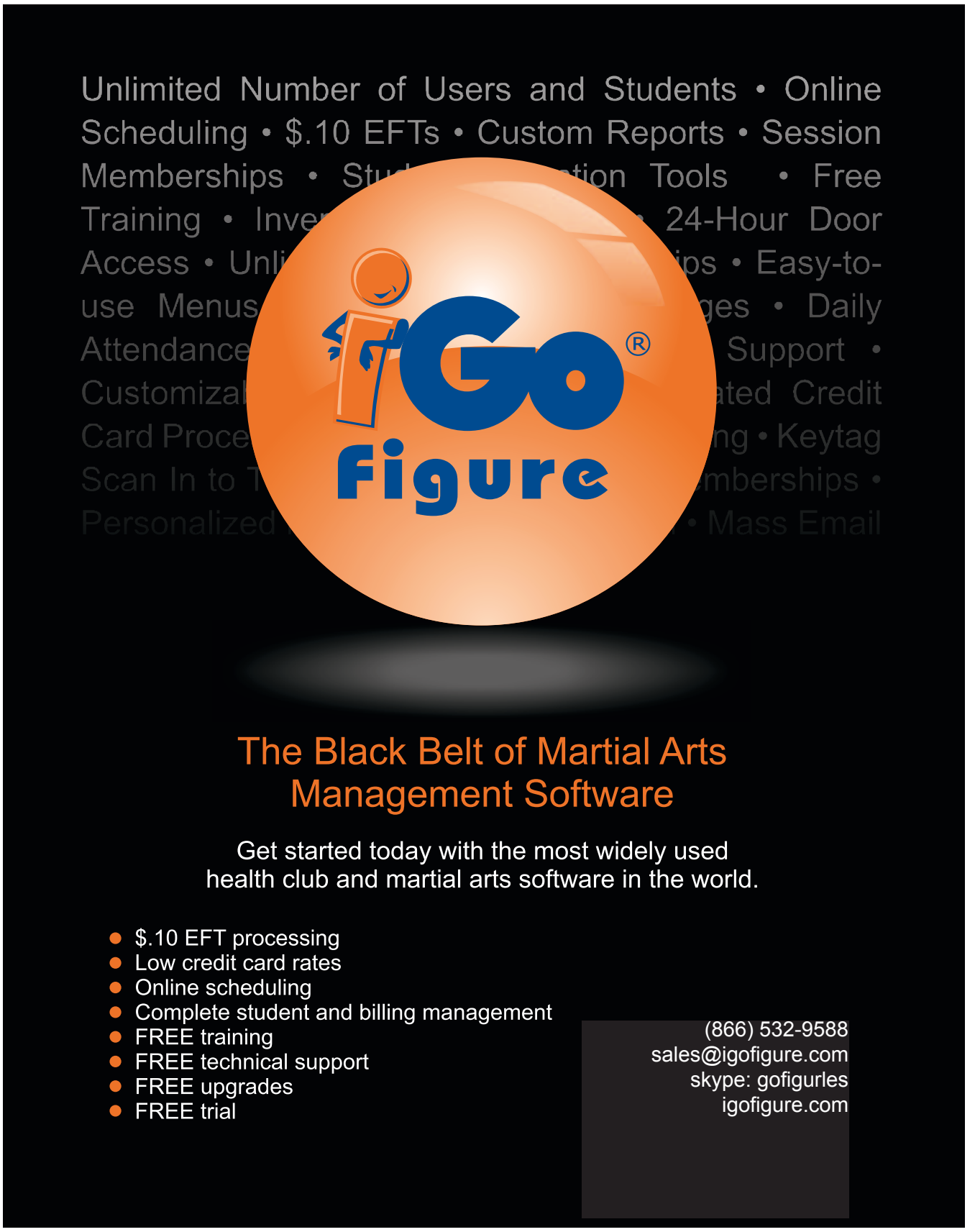
APPLE STORE, *continued from page 20*

that group, on the spot. I quickly learned always to be ready to present, to think on my feet, and to be able to articulate what I meant with ease in front of a crowd. To say that these skills served me well through the years would be an understatement, to say the least. At first he had to force me to speak, and then he couldn't get me to shut up! He created a monster!

However, on a more serious note, while they both showed me how to live, to grow, to dream and to thrive in life, Grand Master H.U. Lee also taught me how to say goodbye and to end well. While I hope it is a long way off before I do, when it is time to say goodbye to this life, I hope that I can do it with as much grace and courage as Grand Master Lee did in the last years and months of his life. Grand Master recognized his mortality and fought his cancer battler valiantly until the end and when the time came passed with dignity and courage, leaving a legacy behind that has truly changed the world for the better.

That legacy includes the American Taekwondo Association (ATA), Songahm Taekwondo Federation (STF), and the World Traditional Taekwondo Union (WTTU) which span the globe. Due to their visionary leadership, unfailing dedication, exceptional instruction, and persistent mentoring, more than 250 Masters and 45,000 black belts have been trained worldwide. Grand Master H.U. Lee set the goal of 1,000 Masters and 100,000 black belts, and we are well on the way to meet those goals, and beyond. It is an honor to help live into those dreams for him and to witness the legacy of what one man could do. Had Master Reed and Grand Master H.U. Lee never met in Korea, or had Master Reed not taken the time and energy to help bring Grand Master Lee to the United States, all of our lives would have taken different paths indeed.

I am humbled and privileged to look back and reflect on the impact these two men have made and continue to make in my life and the lives of all my instructors and students. While I have had many mentors in my life, I can say without a doubt or moment's hesitation, I would not be the man I am today if I had not been able to call Grand Master H.U. Lee and Master Reed, my instructors, mentors, and friends. For that I am forever grateful. ■



A Few Words from Master Bill Clark...

My highest recommendation for any school owner looking to QUICKLY move their career as a Professional Martial Arts School owner to the upper levels of success....

No one else in the industry combines Stephen Olliver's academic credentials in business and marketing with a practical street sense of every way to fill your school. When he wrote the first book on Internet Marketing, I bought it and gave it to a friend who was an expert — his opinion was, "Oliver nailed it." I personally enjoy networking with him and Grand Master Smith because I know they are on the leading edge of what grows a martial arts school into a six figure or better income. We share a no-nonsense "tell-it-the-way-it-is" approach. When he says something, you can take it to the bank — there's no fluff and no hidden agenda. ■



Bill Clark

GOAL-GETTER SERIES, PART EIGHT
The Step-by-Step Blueprint to Achieving Your Martial Arts Business Goals

Removing Your Limits with the Skills and Special Knowledge Required to Meet Your Goal

This article is the eighth in a 12-part series on the specifics for setting success-oriented goals and earning more prosperity for your business.

In our industry, the skills and strategies it takes to run a $10k a month school are very different than the skills and strategies that it takes to run a $50k a month school. So many martial arts school operators open schools thinking, "I'm going to work really hard and maybe the first year, if I'm lucky I'll have 100 students and I'll gross $10k a month, Then every year I'll add 20% or 15% or 10% to that. By my 20th year, I'll have a $60k a month school. It never works like that.

The average maturation cycle of a martial arts school is about 18 months. A school owner opens a business and plateaus within the first year and a half. This is the common conundrum in many industries, not just ours. The reason is that the expression of your skill set will resolve itself within that time, meaning you'll reach the top level of what you know.

When you open your doors, you immediately fill the demand for the services you offer in the surrounding market. So, you have this big influx of new students within the first 90 to 180 days. Then, every month, depending on your marketing skills, you attract a set number of students. You also start to lose a certain number of students based on your skills in retention and you plateau at that level.

TOBY MILROY NAPMA COO



Toby Milroy is a 5th-Degree Black Belt and one of the rising stars of the industry. This veteran successful school owner, multi-school trainer and facilitator, author, business coach and self-described "compulsive entrepreneur" brings expertise from dozens of outside industries back to the Martial Arts Community for the benefit of school owners all over the world. He can be contacted through **NAPMAFreeOffer.com** or **NAPMA.com**.

The whole point of this is what got you to the level you are today, will not move your business to the next level because you have not acquired the skills to do so. No true entrepreneur is ever where he really wants to be. We always want more – that's how we're built. That's a great quality in humans, but where we are today is because of us. Now the only way we can get to the next level, frankly, is by becoming a different us. We have to obtain different skills, different beliefs, different daily activities, different strategies and different peer groups.

That's one of the primary reasons that NAPMA exists. We're all about helping school owners build that skill set to help them get to the next level. Everybody, no matter who you are, has some missing pieces.

Your challenge is to identify what skills you don't have that you're going to need to operate the business that you most want to operate. For most school operators, the number one skill that they need to acquire is marketing expertise. They need to be able to generate 20 or more new students per month in their location. They have to master the skill of new student attraction.

The second most important skill is superior customer relationships and very high level teaching skills so that students stay engaged longer. The third skill is to develop and train your staff. At some point, you will want to step back and have more free time to go on a vacation or pursue another venture. You need to be able to do that without the whole business falling apart.

Now if your goal is to be the chief instructor at one location for the next 20 years, that's different than if you want to operate multiple locations or a single million dollar school. The numbers and strategies with change depending on your goal. Generally speaking, you need better marketing skills, superior customer service skills to drive to whatever your next level is and a well-trained staff to implement your program once you get there.

While this sounds pretty simple, most people tend to resist change. They blame external factors of the economy, the location, the demographic or something else. In some cases they're right. The economy is a contributing factor or the location or some other contributing factors. Whatever the factors, you have to take control of them. If you take credit for your successes, you must also accept responsibility for your failures.

Stephen Oliver tells a story as an illustration of taking responsibility for your own actions and results. He used to promote a tournament called the Mile High Classics and it was one of the AAA events at the time. One of his students was a top competitor but was kind of an abrasive guy. He would always get second place.

His excuses were "the judges just don't like me" or "they have something against me." He complained that for three tournaments in a row everybody thought his form was better but they gave first place to this other guy. Oliver's response was to ask him what he was doing to help the judges like him better. If the excuse was that the judges don't like you and that's why you're losing, what are you doing to fix that?

If you're running a martial arts school and have been stuck for a long time at one level, ask what you are doing to fix that. Are you practicing poverty consciousness and under pricing?

If you're running a martial arts school and have been stuck for a long time at one level, ask what you are doing to fix that. Are you practicing poverty consciousness and under pricing? Are you selling to people who can't afford your services? Are you spending time with people who have pushed to the next level? What are you doing to break your plateau?

You have to find somebody who is where you want to be, or beyond. That's why we created the NAPMA Inner Circle and Peak Performer programs to mentor martial arts school owners. The only reason any of us became Black Belts was the instructor who mentored us. He or she looked at your form and corrected the placement of your hip and your sidekick, and so forth. Without that mentoring, then you might as well just look at martial arts videos on YouTube at home.

To break that plateau, you have to have a good instructor or mentor. Yet, I am flabbergasted at the number of school owners who don't read their NAPMA materials, or participate in the teleconferences. To break a limiting behavior or thinking pattern you need a good coach. That's number one.

Number two is you have to surround yourself with other people who are on that same journey, or who are at the next step ahead of you. NAPMA is a mastermind group that is dedicated to not allowing you to have any excuses for failure. Again, I am flabbergasted by the number of members who have not been to a workshop where they can meet other school owners who are serious about their schools.

In my own experience with Dan Kennedy's mastermind group, I learned very successful people have

See **GOAL-GETTER**, *continued on page 32*

NAPMA BUSINESS SOLUTIONS:

Creating Automatic Referrals: Having a Great Program and Student Relationship is Simply NOT Enough



Building a steady stream of referrals in your martial arts school is one of the most efficient and effective sources of new students, however, accomplishing such a task (contrary to popular belief) requires far greater effort and strategy than JUST being a great instructor and building a great relationship with your students.

I know it's "attractive" to believe that your students and their families will have such a great experience in your program that they will tell every one of their acquaintances about you, and that they would in turn go out of their way to find you and enroll in your program, but sadly, this is an unrealistic expectation.

We work with thousands of school owners at NAPMA, and hundreds of owners on a 1-on-1 basis, and I see so many who are great instructors and have a fantastic relationship with their students and families, true professionals, but they've been misled (I'd argue deliberately deceived) into complacency.

Let me explain.

I'd like you to think about your daily life. We school owners and martial artists are pretty busy people. We have a myriad of daily tasks to manage, staff to train, marketing activities to execute, classes to teach, families to connect with, and the list goes on and on and on.

Now, I'd like you to think about a service that you're pretty happy with. Perhaps you have a good accountant or you are really happy with your car, or you have a favorite restaurant. Even though your pretty happy with the service your receiving or the product you've been delivered, how much if *your* busy day, how much of *your* personal (very limited) time have you spent telling all your friends about that business.

Even if you HAVE gone to the extent to tell all or any of your acquaintances about that business, how many of them would you think actually "showed up" to patronize that business. I'd wager it's a very small number, if any at all.

People live busy lives, and it's unrealistic to think that they'll refer lots of folks to you simply because they "like you" or they are "happy" with your program.

Delivering a great program, and creating exceptional relationships with your students and their families is *only the first step.*

So assuming that you already have a great program, and that your students and their families are "raging thunder lizard evangelists" of your program, now you must take the next step. You have to give them a good reason to refer (a reason that THEY feel is a "good" reason), you must make it "easy" to refer, and finally, make it a "system" for your school, a system that creates a predictable, reliable flow of referrals on a regular basis. If you engage your students and their families in your mission to help make a positive impact in your community, they'll be happy to help you.

> ***People live busy lives, and it's unrealistic to think that they'll refer lots of folks to you simply because they "like you" or they are "happy" with your program.***

The most efficient approach to solving this puzzle is developing a robust "event" based referral system. Holding special events in (or connected to) your school makes it pretty easy for your students to help you expand your reach in the community, and get to know folks in their social circles.

Even with that reality, lots of school owners struggle to get folks "excited" about participating in these events, and struggle to convert those new visitors to the school into new students. This is why we've created the NAPMA *Ultimate Referral Machine Program.* This program is a "turn-key" system for creating a recurring event in your school that drives dozens of guests into your school each and every month.

The best part is that this system, unlike hosting a birthday party or the like, attracts 30, 40, 50 or more new prospective students into your school at once and doesn't' rely on just one student (and their social circle). Instead, you'll engage a couple dozen (or more) of your students and build lots of excitement in the school.

If you'd like to generate 5 to 15 new students each and every month predictably and reliably, for $50 or less, then you're going to love this! After receiving this program, you may never do another birthday party again!

In this training program, you'll learn:

- How to market, promote, and systemize this

referral program, so it works 12 months a year, whether you are physically present in your school, or have staff members run it for you (This event reinforces the "culture" of your school, and the students will "want to" bring their friends, and their parents, to you, ready, and willing to hear about your program, already pre-framed about the *real* value you deliver to your students!) This is the stuff you *need* to be using in your school:

- Why this system is far superior to birthday parties, buddy nights, and virtually every other referral activity you've ever tried.
- How to conduct this event in just one hour, once a month, with only one helper in the class, so you can focus on what's most important — building relationships with new prospective students!
- Why this high leverage activity drives dozens of prospective students into your classroom, all at once!
- Full uncut presentation on DVD *(others paid more than $1,997 to learn this strategy).*
- Audio of presentation on CD *(so you can listen in the car, or give to staff members for training).*
- Multi-Media CD-ROM *(all the artwork a-to-z, letters, email, copy, certificates, stickers/labels, invitations and all the documents and art you'll need to make this the most effective referral program you've ever implemented, all currently in use in hyper successful schools all over the nation).*
- Certificates for "Top Graduating Student."

Includes editable art files for:

- Certificates for a Free Part.y
- Invitation Letter.
- Invitation Email Sequence.
- Permission Slips.
- Invitation E-Mail Sequence.
- Sticker Labels.
- Follow Up Letter.
- Follow Up E-Mail Sequence.
- Special BONUS Audio CD: uncut and unedited closed door, private NAPMA Inner Circle discussion of direct implementation of this strategy in top fFlight martial arts schools!
- Word-for-word transcript of DVD Presentation *(for use in Staff Training, and for reference).*
- Word-for-word transcript of "Inner Circle" Discussion *(for use in Staff Training, and for reference).*
- Our complete Power Point presentations used to teach this strategy, PLUS a big stack of free bonuses *(you'll love these little "surprises").*

Not only have I personally used these strategy to build my own schools, AND we're actively using this strategy throughout the Mile High Karate organization, but this is the very same strategy and tools that I have given my personal coaching clients and Inner Circle and Peak Performers members) over the past few years … the very same information that has made us tens of thousands of dollars, and has enrolled thousands of students into our schoo ls … and the very same strategies that can cause your business to start generating exceptional results!

Like I said, YOU NEED TO USE THIS MATERIAL!

Your school *needs* to be employing this strategy, and for the menial investment, and with a NO RISK guarantee, you would be just plain dumber'n a stump if you didn't take me up on this very generous offer. ■

There's a Lot More to Learn Online!

Visit NAPMA.com/UltimateReferralMachine to learn about how to dramaticaly increase your enrollment with referral-based events.



Invention Through Vision, Part 1



The Pinnacle of Success

JHOON RHEE
LEGENDARY MARTIAL ARTS TEACHER AND EDUCATIONAL ENTREPRENUER

When the Creator created the first man and woman, He gave us free will to choose between *truth* and *deception*. Unfortunately, we chose deception with our own free will.

If we had chosen *truth*, everything would be different today. We would all trust and love one another, and because of this *trust* there would be no need for military, policemen, lawyers, accountants, Taekwondo (or other martial arts), religions, or even governments.

After people made the choice of *deception* as their first response to every interaction, the instinct to distrust became automatic and this world became something to be feared, like a giant monster running out of control.

Should we expect God to change His mind to help us to choose *truth* now? Or, does the Creator have to wait until we demonstrate our free will to choose *truth* as our first, instinctual option? The answer is obvious. People have to do it.

If this is so, why have we been begging God to help us for the past many thousands of years? The responsibility for choosing *truth* belongs to people 100 percent. We must take action to change instead of waiting for God to come down to the Earth to solve our own problems, because these are problems that we created ourselves.

I believe now is the time to invent a divine human being, with a clear vision in the same way that all visionaries have had their visions and achieved their inventions.

Vision is an art of seeing. Therefore, only a little over 100 years ago, somebody did not only believed what had not be believed previously, but pursued their belief as if already true. Great visionaries knew, for instance that human being can fly like birds then proceeded to make that a reality within their lifetimes. Those somebodys' names are Orville and Wilbur, the Wright Brothers.

Only a little over 100 years ago somebody did not only believe but knew that human beings can light up the whole world as bright as daylight, in the middle of the night, and he realized it in his life time. That somebody's name is Thomas Edison.

Only a little over 50 years ago somebody did not only believe but knew that human beings can send written documents in minutes from Washington, D.C. to Seoul or anywhere else on the planet, and he realized it in his life time.

Only a little over 50 years ago some people did not only believe

See **RHEE**, *continued on page 33*

JHOON RHEE FATHER OF AMERICAN TAEKWONDO
Grand Master Rhee is a world-renowned 10th-Degree Black Belt with more than 130 affiliated Taekwondo studios around the world, he is a leading pioneer in martial arts instruction. His new book, *Trutopia*, is quickly becoming a required text for schools and students. Learn more at **JhoonRhee.com**



Are You a High Quality Private School? Do Your Students Enroll with the Intent to "Graduate?"

When it comes to developing the highest quality students and ultimately having a high percentage of new enrollments graduating to Black Belt and beyond the earliest pre-framing is very critical to the whole picture to teaching your students how to think about your school. If you aren't prepping them from day one then — they're not getting that whole picture.



Championship Goals

JEFF SMITH
DIRECTOR OF INSTRUCTION
FOR MILE HIGH KARATE

If you don't prep them properly then you're missing the boat. They're not prepared for already. So let them know right from the get-go that you are running a Black Belt School. In the Mile High Karate schools we start them thinking that way do it right from the first introductory class.

When they come in for that orientation class, we tell them we are a black belt School; all of our students are working towards a black belt. Like any school, your goal is to graduate. We don't want our kids going to school to drop out in junior high or drop out before they get their degree and our kids who get their high school degree, we expect them to go on and get their college degree.

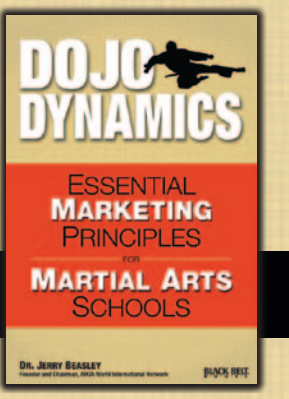
Just like in our karate school, those who get their black belt, we expect them to go on and get their second or third degree black belt. It's like reaching the higher levels of education. So our school is about education. It's about child development. It's about taking a child to another level of training not just on the physical plane but on the mental, and emotional level.

That is the critical thing, the earliest conversations that you have when you're bringing somebody into your school. If you don't start the relationship talking about graduating and about getting their Black Belt as their degree, then you sign them up for a year and then you start talking to them about black belt, then they're going to say, "Well, we're going to just finish out this year and if we still like this, then we're going to do it." That's because you didn't put that emphasis on the black belt and what your school was about and why you want to get them to black belt. What are the benefits? ■

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- finding the perfect place and price for your program
- advertising the right way and at the right time
- using public relations to effectively promote your school
- attracting new clients with successful sales promotions
- closing the deal with 90 percent of potential clients
- staying true to your clients' needs and the philosophy behind your martial art
- illustrative examples that are tried and true



Dr. Jerry Beasley is a professor of exercise, sport and health education at Radford University in Virginia with a doctorate in education administration. In 1978, he founded the American Independent Karate Instructors Association. He is also the founder and director of the famous Karate College, which was recognized in 2008 with the *Black Belt* Industry Award for Best Seminar/Training Camp.

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Coming Soon

NAPMA reveals more of the benefits and advantages of our new 4G membership program, including the Peak Performers Group of Mastermind experts. We continue our in-depth interviews with hugely successful NAPMA Inner Circle members. The next installment of our **Goal-Getter** series, "People Who Can Help," and a new **Mile High Maverick**. All columns are also available at **MartialArtsProfessional.com**.

GOAL GETTER, *continued from page 27*

very different beliefs and take very different actions. Ron Ipack runs a business that coaches auto repair shop owners to attract new customers. He has all sorts of marketing systems and his clients are doing extremely well right now, even under these current economic conditions.

Ron is a wristwatch fanatic and has a wristwatch worth $35,000. With my upbringing I had to wonder how you could justify spending $35k on a watch. Ron said, "Look, I started a new business, and my objective was that if I could create a million dollars in revenue by the end of the first year, my gift to myself was this watch." When you look at it in those terms, he created a million dollars in revenue, why not spend $35k on a watch?

Sometimes you need a more experienced person to point out the limitations of your belief structure as Ron did with my limiting belief that I would never generate enough value to deserve that kind of reward.

I hear all the time that martial arts training is about the art and not the money. If you look at the history, the warrior arts were taught to the aristocrats who could afford to fund the monasteries where the arts were taught. Martial artists have picked up this piety that I think is really poverty consciousness. It's based on an erroneous belief. Wealthy families and aristocrats supported the martial arts because it was an expensive trade. Otherwise, they may not have survived for more than 2,000 years.

In our industry we have people who have this wacky belief that selling something is a win-lose situation. It's all about this false concept that selling your service is something that you do to somebody else. They believe that enrolling a student in your school is a win for you because you get the money, but somehow a student doesn't get a commensurate value in return. See how silly and limiting a belief can be?

Selling anything has to be win-win or it's no deal. It's not about how you win as a school because you got the money, but the student doesn't win. In fact, it's the opposite of that. You must also offer superior customer service.

The people that I know who have the highest incomes are the ones who have figured out that the only way to become wealthy is to solve bigger problems for their customers. They're the ones who help small business owners create a more robust business.

Anybody who becomes a NAPMA member who can't generate 5 times the amount of revenue that they pay for their membership is an example of how we didn't do our job. And we do, do our job.

Now you can build programs in your school that the customer will tell you is too much money. They simply won't enroll. In NAPMA member schools that use the materials and participate in the coaching, we have around 80% of students choose to enroll in higher level programs. They choose to pay 2 or 3 times as much as the entry-level program. Not because we're all great salespeople, but because of the value of the service we offer.

We send our students off to Harvard, Yale, Stanford, West Pointe, and the Air Force Academy. We really do what we say we're going to do. Therefore, the tuition that we charge is irrelevant because we have solved the problem and provided the service wanted. They received the value they wanted. When you learn the skills to solve bigger problems for your customers, then your income potential is unlimited. ■

Feeling Overwhelmed...?

...about all the planning that you haven't done. Not to worry. NAPMA has a lot of free resources on our website that can help answer a few questions. Visit **NAPMA.com**.

RHEE, *continued from page 31*

but knew that human beings can land on the moon and they realized it in their lifetimes. By observing and analyzing these kinds of fact, I discovered the new *truth* that human beings can invent anything. We don't just believe but know by seeing in our vision, that what we conceive will surely be realized. I saw a divine human being, someone like Jesus Christ, the greatest man on Earth in my vision.

When Thomas Edison saw the vision of the first light bulb, it took years of research to perfect the first light bulb. Now, we need the most intensive research to bring the first divine human character from possibility to reality. The *truth* on how this can be accomplished is explained in the book *Trutopia*, in detail. I published the book *Trutopia* to help invent the first divine human character. It is my goal, for the rest of my life, to multiply this vision to billions and to fill the entire globe.

I found that the highest value of all in Heaven and Earth is a divine human being that our Creator has been waiting for us to achieve, ever since the first man and woman failed to produce the desired result. What could be higher human objective than inventing Divine Human Beings? This thought reached my brain not only as a belief, but as a knowledge. Together we will invent the first divine human character to please our Creator and to build the Kingdom of Heaven on Earth. I have renamed Heaven on Earth, *Trutopia*. This is where everyone is a true divine child from birth, one who never cheats and can restore the trust and everything else we lost during the first 6,000 years of human history.

I am an inventor of safety equipment for safe Tae Kwon Do training. It reminded me of my favorite quotes by George Bernard Shaw: "Some men see things as they are, and say why? I dream things that never were, and say Why Not?"

So I ask a new question, Why not invent the first divine human being?

My answer is, We will.

Thomas Edison invented first light bulb. More than seven billion light bulbs are working today. When we invent the first divine human being, the number will quickly reach seven billion divine human beings, because that is our destiny. We are destined to become divine human beings (develop character perfection) to live in His True Images to realize the Divine Will of our Creator ever since the beginning of human history. If we are children of a divine Creator, don't we deserve to be divine children? Our target to realize *Trutopia* is before the end of 2099. I invented safe martial arts equipment; now is the time to invent the safety ed ucational institutions for all our children to be divine.

"If all men were angels, no government would be necessary"

—JAMES MADISON ■

Next Month...

Read Part Two of Jhoon Rhee's article, based on his new book, *Trutopia*. Now available to NAPMA members at a bulk rate for students. Visit **JhoonRhee.com**



Earn a Six-Figure or Better Income Running Your Martial Arts School Without Sacrificing the Integrity of Your Art.

If you are grossing $200,000 or more annually and would like to **DOUBLE that in the next 12 months**, you need to talk to "Millionaire Maker" Stephen Oliver.

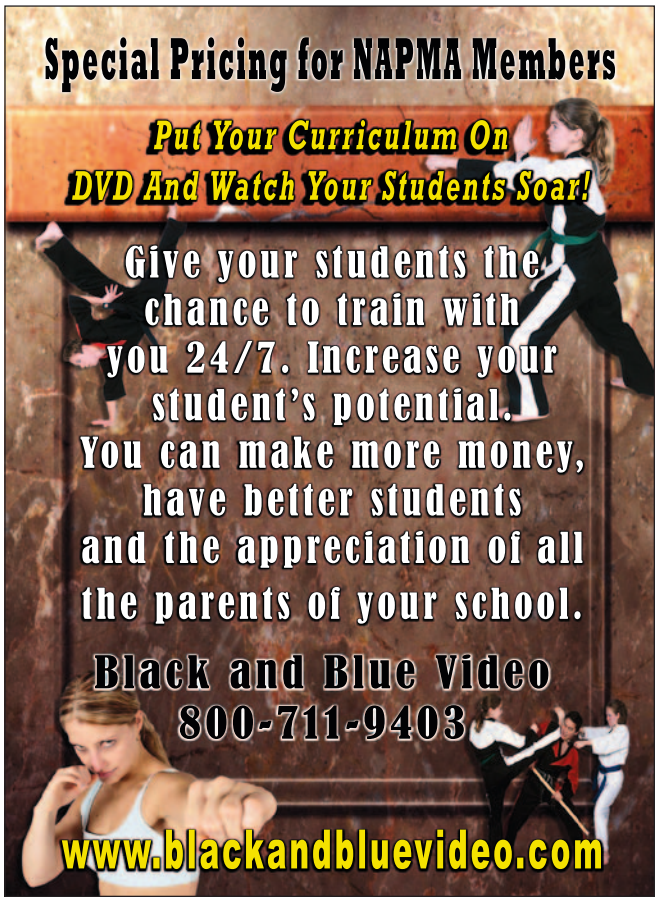
He'll **give you a step-by-step action plan to double your gross**. School owners that he's personally working with have added $150,000, $250,000, $300,000 AND MORE to their school's earnings in the past 12 months — WITH NO ADDITIONAL EXPENSES.

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or call 727-540-0500 ext. 202 and ask Bob Dunne for your appointment.



Step Away From the Herd to Market Your Business



The Heart of a Student Athlete

KARL MECKLENBURG
SIX-TIME PRO BOWL NFL PLAYER AND MOTIVATIONAL SPEAKER, AUTHOR

Before I attended and spoke at the Global Speaker's Summit in Cape Town South Africa, my family and I took a photo safari at Zulu Nyala. Zulu Nyala is a small but wonderful game reserve in the Kwa Zulu Natal Province of South Africa. Because of Zulu Nyala's relatively small size, there are no resident big cats on the reserve, so the antelope, zebra, warthogs, wildebeest and Cape buffalo are plentiful and unafraid.

The reserve is named for an antelope called the Nyala. Nyala travel in twos or threes, were found throughout the reserve, and were the most common antelope we saw. Kudu are the largest antelope on the reserve. We saw a few of them, including one impressive male with four foot long spiraling horns. The tiny Duikers are solitary and shy antelope. Red Duiker live in the forest while Gray Duiker live in the brush. Philemon, our Zulu guide, pointed them out to us a few times during our five days of game drives.

The antelope that interested me the most were the Impala. They live in larger herds than the others with fifteen to fifty Impala living together. Thin, graceful and athletic, they jump, chase and race about as they interact with each other. Their herds are either breeding herds containing one dominant male along with does and fawns or bachelor herds. The bachelor herds are populated by males who are not leaders of breeding herds.

There was a bachelor herd of Impala that lived along the main road to the lodge so we were able to watch them quite often. It contained thirty male Impala who looked amazingly the same. They were clones not only in appearance but also in activity. Like sheep they ate, rested, and played in unison. If one turned left they all turned left. If one lay down they all did.

I wonder if this is how many of us look to our clients or customers. Do they have trouble sorting you out from your twenty-nine competitors? With the economic downturn it's more important than ever to separate yourself from the herd. Unfortunately many of us are hunkering down, cutting marketing budgets, and any innovative activities that might help us to stand out from the crowd. Now is the time to gain market share while the competition is waiting on the sidelines. Let your clients know how you differ from the herd and thrive despite the economy.

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EXPERT ADVICE FROM:

Tony Massengill: very successful writer in the Martial Arts world. 3-Books, Numerous Articles, Columnist for MARTIAL ARTS MASTERS MAGAZINE!

Michael James: publisher of *Black Belt* Magazine for 23 years and was at *Inside Kung Fu* for five years. He also co-managed the world's first and leading Martial Arts book company, Ohara Publications Inc., managed 825 Martial Arts videos and 275 book titles.

Jose Fraguas: founded his own book, video, and magazine company in Europe in 1986. In 1997, he became the General Manager of CFW Enterprises. Currently Editor of MARTIAL ARTS MASTERS MAGAZINE

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Tony Massengill (757) 846-1188

Bonus Column from Karl Mechlenburg

Tough Tree

On The Yellowstone Highway between Cody,Wyoming and Yellowstone Park's east entrance there is a tree that has overcome adversity. My wife and I both saw it as we drove from Cody on the right side of the road before you hit the tunnels and Bill Cody State Park.

This pine tree is growing on a side hill along the highway and is maybe eight feet tall with a four inch diameter trunk. It's holding back a five foot long, three foot wide, and two foot thick slab of Thermopolis Shale from sliding onto the highway. The side hill is steep where the little tree fights gravity and without the tree's determined strength I'm sure that block of shale would slide down the hill in the next rain.

It's hard to tell when the tree's struggle began. While all the other pines on the side of that hill grow straight up toward the life giving sun, this tree has a forty five degree angle in its trunk around the front edge of the huge slab. Then it straightens out and reaches toward the sun.

Many players in the NFL come from extremely difficult backgrounds. I can't imagine growing up in the circumstances that these men faced as children but something in their character allowed them to be shaped by these challenges. They were strengthened rather than broken by their trials and carried that strength as an advantage into the NFL. How many people out there dwell on a negative past instead of growing straight and strong into the future? Yes something traumatic happened in this tree's past and it's scarred and still challenged by it. As the years go by it grows taller and thicker. It sends its roots deeper into the soil, making the weight of its load easier to bear with each passing season.

In the same way those of us who have been victimized, lost loved ones, or made decisions in our past that we regret deeply, need to know that only by focusing on the future will we grow stronger and more able to handle the weight of our pasts. Take a clue from this tough pine tree that didn't give up despite the overwhelming odds against it. Now it stands as an example for those of us who drive by and marvel at its strength. ■

KARL MECKLENBURG FORMER NFL ATHLETE
Read more about Karl Mecklenburg's perspectives on leadership at **MartialArtsProfessional.com**

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After the training I did with Master Oliver, our **enrollment conversion ratios went up** even as we moved from a 6-month enrollment to 12 months, and increased the tuition rates.

Now, working with Stephen Oliver, I have HUGE goals. *Huge goals are very empowering*. You go to work, and rather than worry working on making 1% and 2% incremental growth, you focus on doubling it. That's exciting, right?

Take Stephen Oliver's Offer of a FREE Consulting Session if – and only if – you are ready for HUGE Success!

David Inman



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